

**Users Guide for writing a performance-based services**  
**(general services as well as temporary base camp construction services)**  
**Statement of Work (SOW)**

1. **Purpose:** In accordance with the Under Secretary of Defense's (Mr. J.S. Gansler) letter dated 5 April 2000, "It is the policy of the Department of Defense (DoD) that, in order to maximize performance, innovation, and competition, often at lower cost, performance-based strategies for the acquisition of services are to be used wherever possible." The purpose of this guide is to provide users of the Balkans Support Services Contract with a step by step guide, along with examples, regarding how to write a performance-based services SOW. This guide will be made available over the Internet for the re-education of users on a continual basis.
2. **Performance Based SOW (General):** A performance based SOW describes work in terms of what is required as opposed to "how" the work is to be done. This type of SOW provides the Contracting Officer with a large amount of flexibility in meeting the customer's (USAREUR DCSLOG) needs.
3. **Definitions:**
  - a. Performance Specification, Armed Services Board of Contract Appeal 14447, 72-2 BCA, para 9626:

"Performance specifications set forth operational characteristics desired for the item. In such specifications design, measurements and other specific details are not stated nor considered important so long as the performance requirement is met. Where an item is purchased by a performance specification, the contractor accepts general responsibility for design, engineering and achievement of the stated performance requirements. The contractor has general discretion and election as to detail but the work is subject to the Government's reserved right of final inspection and approval or rejection."
  - b. Performance-based contracting methods, FAR 37.6 (a):

"Describe the requirements in terms of results required rather than the methods of performance of the work."
4. **Additional training available:**
  - a. NCMA Online Courses (<http://www.ncma-napm.org/indexmain.htm>):
    - i. Course #3900: Integrating Commercial Practices with Government Business Practices.
    - ii. Course #3901: Performance-Based Service Acquisition (PBSA)

- b. A guide to Best Practices for Performance-Based Service Contracting, October 1999 (see URL <http://www.arnet.gov/BestP/PPBSC/BestPPBSC.html>).

**5. Steps in writing a Performance Based Services type SOW.**

- a. Organizational Analysis: Review the end users needs and identify the services and outputs that will be required from the contractor. Emphasize the needed service the contractor is to provide, and not how to provide that service.
- b. Work Analysis: Break down the work to the lowest task level and link these tasks in a logical flow of activities. This can be done via a tree diagram. At the end of this phase you should have identified all outputs from tasks and subtasks that the contractor is required to perform.
- c. Performance Analysis and Standards: Assign a performance requirement to each task. This will involve determining how each service can be measured and what performance standards and quality levels apply.
- d. Directives Analysis: Determine whether agency directives should be used, either in whole or in part. Agencies should excerpt required portions of directives and include them in the SOW. Entire documents should not be incorporated by reference when only a portion of the document applies.
- e. Data Gathering: Provide an estimate of the workload to be performed and the items and services that the government will furnish to the contractor for the performance of the contract. This is normally based on historical workload or best estimate available. Clearly identify the amount and types of items and services that will be provided to the contractor, e.g., electrical, equipment, furniture.

**6. Government Oversight regarding new work.**

- a. Initially, new work requirements (which are generic in nature) are passed by the End User to the BCCA/G-4. If BRS is given the mission, further refinements of the statement of work are made as a continuing dialogue between the End User, BCCA/G-4 and the Contractor to describe “what” (the desired result) the government wants. This gives BRS great freedom to use its corporate talents and expertise to execute the Task Order economically, efficiently and effectively, using the latest commercial techniques and innovations.

- b. In performance-based specifications, the contractor provides a concept of “how” the work will be accomplished. The government has the responsibility to review the contractor concept and to insure that the government minimum requirements are met, and are in accordance with the base camp standards. All stakeholders (i.e., BCCA, G-4, ACO, End User and contractor) must participate in defining/refining the government’s true needs. During the dialogue process, the contractor has a responsibility to express best practices to accomplish the work, which may differ from government expectations (i.e. DINS versus UL electrical standards). Note: the meeting with BRS should not provide direction that compromises BRS’s responsibility or ability to manage under the contract. Once agreement by all stakeholders is accomplished and the final requirement is defined/refined, it is presented to the ACO.

## 7. **Examples of Performance Statements of Work:**

- a. Under **Supply Support Activities (SSA)**: Operate a Supply Support Activity for U.S. Military Units Only. Receive, store, issue and account for Class II, III (P), IV and Class IX supplies.

Detailed Mission Operation: Process and maintain authorized excess Class I, II, III (P), IV and VII supplies that are turned-in by customer units and other supply activities as required. Prepare for shipment.

- b. Under **Morale, Welfare & Recreation (MWR)**: Provide a Morale, Welfare and Recreation workforce to augment Department of Defense at Camp Able Sentry.

Detailed Mission Operation. Open and close the facility at the prescribed time as established by the DOD MWR Program Director and are subject to changing for Special Events, Holidays and mission requirements of the DOD service members we serve. Currently established at approximately 1100 AM to 0100 AM, 7 days per week, 365 days per year.

- c. Under **Food Service Operations**: Provide 24-hour food service operations. Prepare three “A” ration meals per day utilizing Government furnished food and provide limited food service during non-meal hours.

Detailed Mission Operations. Operate and Maintain Dining Facilities at Taszar Main, Taszar Airfield, Okucani and Rijeka. Healthy Heart Menu. Monthly Special Meals for holidays and special occasions.

- d. Under **Equipment Maintenance**: Operate a vehicle maintenance section for Non-tactical and tactical vehicles.

Detailed Mission Operations. Provide organizational, DS and limited GS level maintenance vehicle repair services for US non-tactical vehicles in MNB (E). Contact maintenance service and onsite tire repair for BRS and US military vehicles – Recovery Operations within MNB (E).

- e. Under **Temporary Base Camp Construction Services**: Upgrade to a back gate and Marshalling yard.

Detailed Mission Operations. Construct a concrete pad 20' x 40' with a strength capacity of 5000# per square inch. Remove the existing 20' broken gate and remount it on the right half of the gate. Ensure foundation is substantial enough to support the gates weight requirements. Paint the gate brown. Reinstall gate stopping post so that the gate only opens outward. Construct a metal gate and install on the left side of the gate. It should be of the same type of construction as the existing gate. Install a vehicle drop arm north of the 15' gate, complete with dead man anchors. It shall be of similar design as the front gate. Ensure the entire gate area is adequately lit. Ensure the gate near the Air Traffic Control Tower and the gate on the perimeter road have two cables on them, but can be unfastened to allow vehicle access. Make any necessary traffic signs to facilitate traffic flow through the back gate.